

# EXHIBIT J

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# 100 LARGEST LAW FIRMS In Massachusetts 2006



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# Alphabetical Listing By Firm Name

Adler, Pollock & Sheehan . . . . .	42	Fletcher, Tilton & Whipple . . . . .	30	Morse, Barnes-Brown & Pendleton . . . . .	39
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Doherty, Wallace, Pillsbury & Murphy . . . . .	42	Marcus, Errico, Emmer & Brooks . . . . .	40	Sugarman, Rogers, Barshak & Cohen . . . . .	42
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Donovan Hatem . . . . .	18	McDermott, Will & Emery . . . . .	17	Tarlow, Breed, Hart & Rodgers . . . . .	50
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## METHODOLOGY

To determine the 100 largest law firms in Massachusetts, Lawyers Weekly mailed surveys to hundreds of firms based on information from last year's survey and other sources. The questionnaire was also posted on [www.masslawyersweekly.com](http://www.masslawyersweekly.com), with all firms in the state invited to participate. Firms are ranked by the number of attorneys they employed in Massachusetts as of Jan. 1. The total includes lawyers in all offices. Firms that have the same number of attorneys are listed alphabetically. (N/A = not applicable, N/R = no response)

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## FROM THE PUBLISHER

To our readers:

Welcome to Lawyers Weekly's second annual 100 Largest Law Firms supplement. While we have been surveying the 100 largest firms for more than a decade, last year we began putting out the magazine-style directory you are holding.

This directory is being mailed to our usual subscribers of Massachusetts Lawyers Weekly; we estimate that somewhere in the ballpark of 30,000 lawyers will use it as a reference. But it's also being sent out to more than 4,000 readers of our New England In-House newspaper. So we anticipate that this guide will be on the desks of thousands of corporate decisionmakers, available to them whenever they consider what law firm they wish to retain.

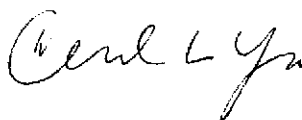
Many law firms in this directory take advantage of a deal we offer to publish an "enhanced listing," which includes a wealth of additional information about the firm. That's the reason why some listings in the directory appear more elaborate than others. Please note for future reference that this option is available to any law firm that falls within the top 100. This year, we noticed more medium-sized firms taking advantage of this option, getting their name in front of countless in-house attorneys.

We put a lot of work into this directory, but we are always open to suggestions as to how to proceed in the future. Contact me directly with feedback ([david.yas@lawyersweekly.com](mailto:david.yas@lawyersweekly.com)). For advertising information, please get in touch with our Advertising Director Scott Ziegler ([scott.ziegler@lawyersweekly.com](mailto:scott.ziegler@lawyersweekly.com)). And if you are interested in our New England In-House publication, please feel free to get in touch with Publisher Paul Boynton ([paul.boynton@lawyersweekly.com](mailto:paul.boynton@lawyersweekly.com)).

For additional copies of this directory, please call 1-800-451-9998 or visit <http://books.lawyersweekly.com>.

Thank you. We hope you enjoy and make use of this directory.

Sincerely,



David L. Yas, Esq.  
Publisher/Editor-in-Chief  
Massachusetts Lawyers Weekly

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Because of the frequency of turnover among law firms, Lawyers Weekly cannot assure that the information contained in this directory is the most recent information of its kind that is available at any given time. Lawyers Weekly's 100 Largest Law Firms In Massachusetts 2006 is intended for use as a supplement for other sources of information and should not be used as a substitute for reasonable investigation or the exercise of reasonable judgment by the user. Federal copyright law protects the 100 Largest Law Firms In Massachusetts 2006. Unauthorized reproduction or distribution of Lawyers Weekly's 100 Largest Law Firms In Massachusetts 2006, or any portion thereof, is strictly prohibited, and may result in severe civil and criminal penalties, and will be prosecuted to the fullest extent permitted by law.

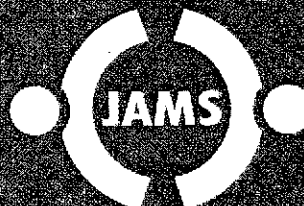
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PISA

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Regina M. Pisa, chairman and  
managing partner

**GOODWIN  
PROCTER**

**Q&A***Q. How would you describe your firm culture?*

A. Goodwin Procter is sustained by an entrepreneurial and meritocratic culture and driven by a commitment to excellence, innovation and client service. We challenge ourselves daily to exceed our clients' expectations and focus on understanding the industries and business environments in which our clients operate.

*Q. What sets your firm apart from the rest?*

A. What sets Goodwin Procter apart is our people. We are dedicated to fostering a thriving, collaborative workplace, and we hire talented, motivated people committed to embracing innovation and teamwork in serving our clients efficiently and effectively.

*Q. How will your firm change in the next decade?*

A. Goodwin Procter's vision is to build a national firm with inter-

national reach, with plans to expand to California, London and China. On the East Coast, we will continue to invest in our Boston, New York and Washington, D.C., offices. On the West Coast, we will build a base on our existing strength in technology and life sciences, private equity, intellectual property, real estate capital markets and financial services.

**AREAS OF PRACTICE**

Antitrust; Banking & Finance; Bankruptcy & Business Restructuring; Business/Corporate; Energy/Environmental; Financial Services/Institutions; Life Sciences; Intellectual Property; Labor & Employment; Litigation; Mergers & Acquisitions; Private Equity; Products & Premises Liability; Real Estate/Development/Land Use; Securities/Finance; Tax/Benefits/ERISA;

Transportation; Trusts & Estates; White Collar Criminal Defense

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## MARKETING DIRECTOR

Anne Malloy Tucker  
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MA attorneys: 454  
(male: 301; female: 153)  
Total attorneys worldwide: 661  
Male/female equity partners:  
100/13  
Male/female new hires in 2005:  
129/83  
Male/female elevations in 2005:  
18/14  
Male/female departures in 2005:  
N/R  
"Of counsel" lawyers: 33  
Paralegals/support staff: 69/451  
Hourly billing rates: N/R  
Associates' starting salary as of Fall  
2005: \$125,000  
Associates' starting salary as of Jan.  
1, 2006: \$125,000  
Annual billable hours expected of  
associates: N/R  
Total no. of annual hours devoted

to pro bono representation:  
48,253  
Dress policy: N/R

## 2. ROPES &amp; GRAY

439 Lawyers

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John T. Montgomery,  
Managing Partner  
R. Bradford Malt, Chairman

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## AREAS OF PRACTICE

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Antitrust; Automotive;  
Aviation/Airport; Banking &  
Finance; Bankruptcy &  
Business Restructuring;  
Business/Corporate;  
Communications & Media;  
Construction; Criminal  
Defense; Education;  
Energy/Environmental/Reg-  
ulated Industry; Family &  
Probate/Domestic  
Relations; Financial

Frederic Remington, Dismounted: The Fourth Trooper Moving the Lead Horse (detail) © Sterling and Francine Clark Art Institute, Williamstown, Mass.

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Employee Benefits;  
Litigation; Mergers &  
Acquisitions; Nonprofit  
Organizations; Private  
Equity; Products & Premises  
Liability/General Tort Law;  
RICO Actions; Real  
Estate/Development/Land  
Use; Securities & Finance;  
Sexual Harassment; Sports  
& Entertainment;  
Tax/Benefits/ERISA;  
Transportation; Trusts &  
Estates; White Collar  
Criminal Defense; Workers'  
Compensation

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Victoria Arnold  
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MA attorneys: 439  
(male: 266; female: 173)  
Total attorneys worldwide: 731  
Male/female equity partners:  
115/32  
Male/female new hires in 2005:  
15/18  
Male/female elevations in 2005:  
6/1  
Male/female departures in 2005:  
29/28  
"Of counsel" lawyers: 44  
Paralegals/support staff: 44/532  
Hourly billing rates: N/R  
Associates' starting salary as of Fall  
2005: N/R  
Associates' starting salary as of Jan.  
1, 2006: N/R  
Annual billable hours expected of  
associates: None expected  
Total no. of annual hours devoted to  
pro bono representation: N/R  
Dress policy: Business-dress

**3. WILMERHALE**

320 Lawyers

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1962 (Wilmer Cutler  
Pickering);  
1918 (Hale and Dorr)



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**MANAGING PARTNERS**

William F. Lee  
William J. Perlstein

WILMER  
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**Q&A**

*Q. How would you describe your firm culture?*

A. We operate much like our clients using fresh and inventive approaches and benefiting from the collaborative strength of multi-disciplinary teams. Innovation has always been a key element in achieving and sustaining our progress. Over the years, our firm has used innovation and entrepreneurial thinking to effect significant change in the practice of law and the conduct of business.

*Q. What sets your firm apart from the rest?*

A. WilmerHale offers unparalleled legal representation across a comprehensive range of practice areas that are critical to the success of our clients. Our strength and unique standing in the legal community ties strongly to our dedication to ensuring that our work is guided by the following principles: commitment to quality; client service; entrepreneurial spirit; collaboration and collegiality; public service; community giving; and exceptionally talented lawyers.

**AREAS OF PRACTICE**

Alternative Dispute  
Resolution; Antitrust;  
Aviation/Airport; Banking &

Finance; Bankruptcy &  
Business; Business/  
Corporate; Communications  
& Media; Criminal Defense;  
Energy/Environmental/Regu-  
lated Industry; Financial  
Services/Institutions;  
Government Regulation &  
Affairs/Public; Immigration;  
Intellectual Property;  
International Law/Trade;  
Labor, Employment &  
Employee Benefits;  
Litigation; Mergers &  
Acquisitions; Private Equity;  
Products & Premises  
Liability/General Tort Law;  
Professional Liability/  
Medical Malpractice; Real  
Estate/Development/Land  
Use; Securities & Finance;  
Sports & Entertainment;  
Tax/Benefits/ERISA; Trusts &  
Estates; White Collar  
Criminal Defense; Workers'  
Compensation

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Susan W. Murley  
Management Committee Member  
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**MARKETING DIRECTOR**

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MA attorneys: 320  
 (male: 194; female: 126)  
 Total attorneys worldwide: 1,127  
 Male/female equity partners:  
 96/26  
 Male/female new hires in 2005:  
 27/23  
 Male/female elevations in 2005:  
 5/4  
 Male/female departures in 2005:  
 23/11  
 "Of counsel" lawyers: 16  
 Paralegals/support staff: 89/407  
 Hourly billing rates: N/R  
 Associates' starting salary as of Fall  
 2005: \$125,000  
 Associates' starting salary as of  
 Jan. 1, 2006: \$125,000  
 Annual billable hours expected of  
 associates: No minimum  
 required  
 Total no. of annual hours devoted  
 to pro bono representation: Over  
 100,000 in 2005  
 Dress policy: Business-dress

#### 4. MINTZ, LEVIN, COHN, FERRIS, GLOVSKY AND POPEO

289 Lawyers

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 MINTZ LEVIN COHN FERRIS GLOVSKY AND POPEO PC

#### Q&A

*Q. What sets your firm  
apart from the rest?*

A. Providing best-in-class legal  
 counsel and business advice to our  
 clients by hiring and retaining  
 quality people at every level in the  
 firm who will strengthen our  
 culture of teamwork, diversity and  
 commitment to each other, our  
 clients and our community.

#### AREAS OF PRACTICE

Admiralty/Maritime;  
 Alternative Dispute  
 Resolution; Antitrust;  
 Aviation/Airport; Banking &  
 Finance; Bankruptcy &  
 Business Restructuring;  
 Business/Corporate;  
 Communications & Media;  
 Construction; Criminal  
 Defense; Education;  
 Energy/Environmental/Regul-  
 ated Industry; Financial  
 Services/Institutions;  
 Government Regulation &  
 Affairs/Public;  
 Projects/Municipal; Health  
 Care/Life Sciences;  
 Homeland Security;  
 Immigration; Insurance;  
 Intellectual Property;  
 International Law/Trade;  
 Labor, Employment &  
 Employee Benefits; Litigation;  
 Mergers & Acquisitions;  
 Nonprofit Organizations;  
 Private Equity; Products &  
 Premises Liability/General  
 Tort Law; Professional  
 Liability/Medical Malpractice;  
 RICO Actions; Real  
 Estate/Development/Land  
 Use; Securities & Finance;  
 Sports & Entertainment;  
 Tax/Benefits/ERISA; Trusts &  
 Estates; White Collar Criminal  
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#### IMPORTANT FIRM CONTACTS

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Marketing director:  
Bruce Alltop  
Chief Marketing Officer  
balltop@mintz.com

MA attorneys: 289  
(male: 189; female: 100)  
Total attorneys worldwide: 457  
Male/female equity partners: 43/5  
Male/female new hires in 2005:  
20/11  
Male/female elevations in 2005:  
6/4  
Male/female departures in 2005:  
25/19

"Of counsel" lawyers: 13  
Paralegals/support staff: 38/295  
Hourly billing rates: N/R

Associates' starting salary as of Fall  
2005: \$125,000

Associates' starting salary as of Jan.  
1, 2006: \$125,000 (increase  
to \$135,000 effective April  
1, 2006)

Annual billable hours expected of  
associates: 1,925

Total no. of annual hours devoted  
to pro bono representation:  
17,000 in 2005

Dress policy: Fridays-casual only

## 5. BINGHAM McCUTCHEN

282 Lawyers

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(617) 951-8736 (fax)

MA attorneys: 282  
(male: 174; female: 108)  
Total attorneys worldwide: 847  
Male/female equity partners: 91/22  
Male/female new hires in 2005:  
23/19  
Male/female elevations in 2005: 2/2  
Male/female departures in 2005:  
24/24

"Of counsel" lawyers: 26  
Paralegals/support staff: 38/359  
Hourly billing rates: N/A  
Associates' starting salary as of Fall  
2005: \$125,000  
Associates' starting salary as of Jan. 1,  
2006: \$125,000 (increase not  
yet determined)  
Annual billable hours expected of  
associates: N/A  
Dress policy: Casual

## 6. EDWARDS ANGELL PALMER & DODGE

264 Lawyers

111 Huntington Ave.  
Boston 02199  
(617) 239-0100  
(617) 227-4420 (fax)

MA attorneys: 264  
(male: 182; female: 82)  
Total attorneys worldwide: 512  
Male/female equity partners: 79/14  
Male/female new hires in 2005:  
33/21  
Male/female elevations in 2005: 11/3  
Male/female departures in 2005:  
30/31

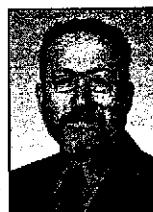
"Of counsel" lawyers: 13  
Paralegals/support staff: 41/278  
Hourly billing rates:  
Partners: \$375-\$650  
Junior partners/associates:  
\$150-\$480  
Paralegals: \$100-\$175  
Associates' starting salary as of Fall  
2005: \$125,000

Associates' starting salary as of Jan. 1,  
2006: \$125,000  
Annual billable hours expected of  
associates: 1,850  
Dress policy: Casual

## 7. FOLEY HOAG

225 Lawyers

Seaport World  
Trade Center West  
155 Seaport Blvd.  
Boston 02210  
(617) 832-1000  
(617) 832-7000 (fax)  
www.foleyhoag.com  
Founded 1943



SANOFF



WHITHAM

### MANAGING PARTNERS

Robert S. Sanoff  
Michele A. Whitham



FOLEY  
HOAG LLP  
ATTORNEYS AT LAW

### Q&A

*Q. What sets your firm  
apart from the rest?*

A. Foley Hoag has always had a  
unique identity. It began as an  
entrepreneurial law firm which  
combined intellectual rigor, hard  
work and creativity in lawyering  
with collegiality and commitments  
to community and diversity. The  
firm has grown steadily over its  
history, not by merger, but by  
sustained excellence in defined  
areas of practice, such as complex,  
high-stakes litigation, intellectual  
property, securities, business crimes  
and government investigations,  
labor and employment, environ-  
mental, high technology/life  
sciences and emerging companies.  
These qualities continue to  
distinguish the firm today.

*Q. How will your firm  
change in the next decade?*

A. Foley Hoag is committed to  
steady growth which does not dilute  
the quality of its legal services or its  
culture. We expect our premier  
practice areas, such as intellectual  
property, securities litigation,  
business crimes and government  
investigations, complex litigation,  
emerging companies, venture  
capital, mergers and acquisitions,  
securities and finance, labor and  
employment, international/  
corporate social responsibility,  
environmental, and bankruptcy  
reorganization and workout, to  
remain strong, and we expect to  
develop additional premier practices  
and an expanded base of operations  
as new areas of opportunity present  
themselves in the coming years.

### AREAS OF PRACTICE

Administrative; Banking &  
Finance; Bankruptcy &  
Business Restructuring;  
Business/Corporate;  
Construction; Education;  
Energy/Environmental/  
Regulated Industry;  
Government Regulation &  
Affairs/Public; Projects/  
Municipal; Health Care/Life  
Sciences; Hotel & Restaurant;  
Immigration; Insurance;  
Intellectual Property; Inter-  
national Law/Trade; Labor,  
Employment & Employee  
Benefits; Litigation; Mergers &  
Acquisitions; Products &  
Premises Liability/General  
Tort Law; Real Estate/  
Development/Land Use;  
Securities & Finance; Sexual  
Harassment; Tax/Benefits/  
ERISA; Transportation; Trusts  
& Estates; White Collar  
Criminal Defense

### IMPORTANT FIRM CONTACTS

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Holly Evers  
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Jim Brennan  
Director of Records Management  
Services  
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#### MARKETING DIRECTOR

Mark E. Young  
Chief Marketing Officer  
myoung@foleyhoag.com

MA attorneys: 225  
(male: 149; female: 76)  
Total attorneys worldwide: 239

Male/female equity partners:  
54/13

Male/female new hires in 2005:  
24/18

Male/female elevations in 2005:  
2/3

Male/female departures in 2005:  
20/12

"Of counsel" lawyers: 3

Paralegals/support staff: 30/235

Hourly billing rates:

Partners: \$365-\$640

Junior partners/associates:  
\$220-\$445

Paralegals: \$100-\$205

Associates' starting salary as of Fall  
2005: \$125,000

Associates' starting salary as of Jan.  
1, 2006: To be determined

Annual billable hours expected of  
associates: 1,850

Total no. of annual hours devoted  
to pro bono representation:

On an annual basis, the  
equivalent of 5% of time

spent by our lawyers on  
regular billable work.  
Dress policy: Business casual

### 8. CHOATE HALL & STEWART

191 Lawyers

Two International Place  
Boston 02110  
(617) 248-5000  
(617) 248-4000 (fax)  
www.choate.com  
Founded 1899



GELNAW



NADAS

#### MANAGING PARTNERS:

William P. Gelnaw Jr.  
John A. Nadas



#### AREAS OF PRACTICE:

Bankruptcy & Business  
Restructuring; Business/  
Corporate; Health Care/Life  
Sciences; Insurance;  
Intellectual Property; Labor,  
Employment & Employee  
Benefits; Litigation; Mergers  
& Acquisitions; Private  
Equity; Real Estate/  
Development/Land Use;  
Tax/Benefits/ERISA; Trusts &  
Estates; White Collar  
Criminal Defense

#### IMPORTANT FIRM CONTACTS

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scohen@choate.com



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## 10 | 100 Largest Law Firms

## MASSACHUSETTS LAWYERS WEEKLY

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Business & Technology  
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cjohnson@choate.com

Peter M. Palladino  
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Trusts & Estates  
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wlowell@choate.com

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Creditors' Rights & Bankruptcy  
(617) 248-5021  
cglerum@choate.com

David A. Attisani  
Insurance & Reinsurance  
(617) 248-5271  
dattisani@choate.com

Christine G. Solt  
Health Care  
(617) 248-4084  
csolt@choate.com

## MARKETING DIRECTOR

Betsy Huntley  
(617) 248-4798  
bhuntley@choate.com

MA attorneys: 191  
(male: 125; female: 66)  
Total attorneys worldwide: 191  
Male/female equity partners: 51/8

Male/female new hires in 2005:  
30/22  
Male/female elevations in 2005:  
10/7  
Male/female departures in 2005:  
15/10  
"Of counsel" lawyers: 10  
Paralegals/support staff: 10/209  
Hourly billing rates: N/R  
Associates' starting salary as of Fall  
2005: \$125,000  
Associates' starting salary as of Jan.  
1, 2006: \$125,000  
Annual billable hours expected of  
associates: N/R  
Total no. of annual hours devoted  
to pro bono representation: 8,256  
Dress policy: Casual

## 9. GOULSTON & STORRS

180 Lawyers

400 Atlantic Ave.  
Boston 02110  
(617) 482-1776  
(617) 574-4112 (fax)

MA attorneys: 180  
(male: 119; female: 61)  
Total attorneys worldwide: 180  
Male/female equity partners: 79/22  
Male/female new hires in 2005:  
11/12  
Male/female elevations in 2005: 6/2  
Male/female departures in 2005: 6/4  
"Of counsel" lawyers: 2  
Paralegals/support staff: 27/215  
Hourly billing rates: N/R  
Associates' starting salary as of Fall  
2005: \$125,000  
Associates' starting salary as of Jan. 1,  
2006: \$125,000  
Annual billable hours expected of  
associates: 1,900  
Dress policy: Business-casual

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## 10. NUTTER MCLENNEN & FISH

151 Lawyers

World Trade Center West  
155 Seaport Blvd.  
Boston 02210  
(617) 439-2000  
(617) 310-9000 (fax)  
[www.nutter.com](http://www.nutter.com)  
Founded 1879



MOONEY

MANAGING PARTNER

Michael E. Mooney

**Nutter**

## Q&amp;A

*Q. How would you describe your firm culture?*

A. The culture at Nutter is democratic and consensus-driven. All of our employees, from staff through lawyers and leadership, are inspired by the mission to insure that Nutter remains a thriving mid-size firm, proud of its Boston roots, in an age of mega-firms of national and international scope. We have always believed that being a partnership in practice, not just in structure, is the best way to run a business.

*Q. What sets your firm apart from the rest?*

A. A key ingredient that sets Nutter apart is the level of personal service and focus clients receive from the firm's partners. Maintaining partners' close involvement and direct availability is an important way to deliver value and ensure that clients' needs are met efficiently. We

choose our attorney teams carefully and prefer lean staffing that lets us stay agile, flexible and responsive.

*Q. How will your firm change in the next decade?*

A. We will continue to thrive by providing clients with creative solutions, delivered in a cost-effective manner that create value for them. We will continue to offer a culture in which attorneys and staff alike can perform rewarding work in an exciting, collegial environment.

## AREAS OF PRACTICE

Administrative; Alternative Dispute Resolution; Antitrust; Banking & Finance; Bankruptcy & Business Restructuring; Business/Corporate; Communications & Media; Education; Energy/Environmental/Regulated Industry; Family & Probate/Domestic Relations; Financial Services/Institutions; Governmental Regulation & Affairs/Public; Health Care/Life Sciences; Hotel & Restaurant; Insurance; Intellectual Property; International Law/Trade; Labor, Employment & Employee Benefits; Litigation; Mergers & Acquisitions; Nonprofit Organizations; Private Equity; Products & Premises Liability/General Tort Law; Professional Liability/Medical Malpractice; Real Estate/Development/Land Use; Securities & Finance; Sexual Harassment; Syndication; Tax/Benefits/ERISA; Trusts & Estates; White Collar Criminal Defense

## IMPORTANT FIRM CONTACTS

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tengellenner@nutter.com

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jshea@nutter.com

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wkennedy@nutter.com

#### MARKETING DIRECTOR

Kitty Gormley  
Director of Practice Development  
(617) 439-2131  
kgormley@nutter.com

MA attorneys: 151  
(male: 95; female: 56)  
Total attorneys worldwide: 151  
Male/female equity partners: 42/8  
Male/female new hires in 2005:  
8/15  
Male/female elevations in 2005:  
4/4  
Male/female departures in 2005:  
N/R  
"Of counsel" lawyers: 14  
Paralegals/support staff: 15/192  
Hourly billing rates: N/R  
Associates' starting salary as of Fall  
2005: \$125,000  
Associates' starting salary as of Jan.  
1, 2006: \$125,000  
Annual billable hours expected of  
associates: N/R  
Total no. of annual hours devoted  
to pro bono representation: 7,063  
Dress policy: Business-casual

#### 11. NIXON PEABODY

146 Lawyers

100 Summer St.  
Boston 02110  
(617) 345-1000  
(617) 345-1300 (fax)  
www.nixonpeabody.com  
Founded 1854



GLINCHER

#### MANAGING PARTNER

Andrew I. Glincher,  
Office Managing Partner  
(617) 345-1222  
aglincher@nixonpeabody.com

#### Q&A

*Q. How would you describe  
your firm culture?*

A. Nixon Peabody recognizes that  
having an open work culture based

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on inclusion not only makes the firm more interesting and stimulating, it also enables us to respond with greater agility to the challenges faced by our clients in a diverse, multicultural world. Our mission is to continue to be "the best firm to work for, and the best firm to work with."

**Q. What sets your firm apart from the rest?**

A. We work hard for our clients, but we also work hard to make the firm a great place to work. We believe that creating an attractive work environment is not merely a perk for employees — it's good for business. These efforts have paid off, as the firm has been named to FORTUNE magazine's 2006 "Best Places to Work For" list and to the Boston Business Journal's "Best Places to Work" lists for two consecutive years.

**Q. How will your firm change in the next decade?**

A. Nixon Peabody will continue to explore opportunities to grow and enhance its national platform. We will also continue to devise new and innovative approaches to client service and workplace culture in order to further our firm mission.

**AREAS OF PRACTICE**

Administrative; Admiralty/Maritime; Alcohol Beverage Law; Alternative Dispute Resolution; Antitrust; Aviation/Airport; Banking & Finance; Bankruptcy & Business Restructuring; Business/ Corporate; Communications & Media; Construction; Education; Energy/ Environmental/ Regulated Industry; Financial Services/Institutions; Government Regulation & Affairs/Public; Projects/ Municipal; Health Care/Life Sciences; Insurance; Intellectual Property; International Law/Trade; Labor, Employment & Employee Benefits; Litigation; Mergers & Acquisitions; Nonprofit Organizations;

Private Equity; Products & Premises Liability/General Tort Law; RICO Actions; Real Estate/ Development/Land Use; Securities & Finance; Sports & Entertainment; Syndication; Tax/Benefits/ ERISA; Trusts & Estates; White Collar Criminal Defense; Workers' Compensation

**IMPORTANT FIRM CONTACTS**

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**MARKETING DIRECTOR**

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jscalzi@nixonpeabody.com

MA attorneys: 146  
(male: 99; female: 47)  
Total attorneys worldwide: 658  
Male/female equity partners: 69/12  
Male/female new hires in 2005: 10/7  
Male/female elevations in 2005: 2/1  
Male/female departures in 2005: N/R  
"Of counsel" lawyers: 6  
Paralegals/support staff: 25/149  
Hourly billing rates: N/R  
Associates' starting salary as of Fall 2005: \$125,000 with \$5,000 signing bonus  
Associates' starting salary as of Jan. 1, 2006: \$135,000 with \$5,000 signing bonus  
Annual billable hours expected of associates: 1,850  
Total no. of annual hours devoted to pro bono representation: 4,733 (in 2005)  
Dress policy: Business-dress

**12. HOLLAND & KNIGHT**

140 Lawyers

10 Saint James Ave.  
Boston 02116  
(617) 523-2700  
(617) 523-6850 (fax)  
www.hklaw.com  
Founded 1968



MICHALOWSKI

MANAGING PARTNER

Mark Michalowski

**Holland+Knight**

**Q&A**

**Q. How would you describe your firm culture?**

A. Holland & Knight's culture is the product of a unique blend of geographic diversity, industry specialization, collegiality and a service-oriented approach to the practice of law. Our workforce is drawn from many markets and diverse communities across the country and all over the world. Our lawyers hail from more than 120 law schools and are licensed to practice in a majority of the U.S. jurisdictions and several countries. We have nurtured working relationships with lawyers from 45 countries who have interned at our office. This rich diversity, coupled with a commitment to a positive working environment, defines Holland & Knight's culture.

**Q. What sets your firm apart from the rest?**

A. Holland & Knight is a national firm and ranks 11th among more than 300 top law firms in the country for outstanding client satisfaction and a premier client recommendation rate, according to BTI Consulting Group, Inc. Holland & Knight is a firm of great lawyers with a rich legacy of community and public service. For example, Holland & Knight's formal pro bono policy commits the firm to contribute approximately 3 percent of the firm's billable hours to pro bono work. The firm's Community Services Team, which has a substantial annual budget, provides counsel to people, groups and causes that could not otherwise afford representation. The CST concentrates its efforts on cases involving important public issues affecting large numbers of people. Our work on behalf of the indigent defense bar in Massachusetts is a good example of the CST in action.

**Q. How will your firm change in the next decade?**

A. The distinctive interrelationship between multiple offices, technology and the talent and experience of the firm's